

TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

MAY - JUNE 2000

**AMC's new take
on inspection**

**Mountain Home's
at home with EAF**

**How AFFTC
aced an ORI**

PLUS OUR USUAL PAGES
From the Top
Health Services Inspections
Fraud & Audits



16 *T W E E T*

Tools for Wing Exercise Evaluation Teams

18 *Legally Speaking*

What's the difference between an IG and an EO complaint?

- 6 **Fraud in the Air Force**
- 7 **Auditors' Files**
- 8 **HSIs**
- 9 **History Brief**
- 12 **TIG Bits**
- 20 **Ask the IG**
- 22 **IG Profiles**

Imagists This Issue

Cover: Staff Sgt. Andy Dunaway; 2: Tech. Sgt. Kelly Godbey; 9: Tech. Sgt. Steve Barba; 10: Ph2 Keith Devimney; 12: Senior Master Sgt. Hans Deffner; 13: Airman 1st Class Grace Devine (top) and Master Sgt. Rose Reynolds; 14: Senior Airman Harry Tiffany; 15: Senior Master Sgt. Derek Harris; 16: Airman 1st Class Catherine White; 17: Tech. Sgt. G. M. Kobashigawa; 20 and 21: Tech. Sgt. Steve Barba; 23: Judson Brohmer.

Cover

The tail of a C-17 Globemaster III from Charleston AFB, S.C., frames a C-5 Galaxy from Dover AFB, Del.

The Inspector General Brief

AFRP 90-1

May - June 2000

Volume 52, Number 3

GEN. MICHAEL E. RYAN
Chief of Staff, USAF

LT. GEN. NICHOLAS B. KEHOE
The Inspector General, USAF

COL. FRED K. WALL
Commander,
Air Force Inspection Agency

CAPT. CHRISTA L. BAKER
Chief, Public Affairs

MR. JOHN CLENDENIN
Editor

TECH. SGT. KELLY GODBEY
Assistant Editor

TECH. SGT. STEVE BARBA
Illustrator

MS. AMANDA ALLRED
Editorial Research

TIG Brief (ISSN 8750-376X) is published bimonthly by the Air Force Inspector General, Air Force Inspection Agency, Kirtland Air Force Base, New Mexico 87117-5670. *TIG Brief* (AFRP 90-1) provides authoritative guidance and information to commanders, inspectors general, inspectors and other Air Force leaders at all levels of command. Periodicals mailing privileges postage paid at the United States Post Office, Albuquerque, NM 87101-9651 and additional mailing offices. Address correspondence to HQ AFIA/CVP, 9700 G Ave. SE, Suite 378G, Kirtland AFB, NM 87117-5670. If sending electronically, use the e-mail address:

tigbrief@kafb.saia.af.mil

The phone number is DSN 246-1864 or commercial (505) 846-1864. You can also read the magazine online at

www-afia.saia.af.mil

No payment can be made for manuscripts submitted for publication in *TIG Brief*. Contributions are welcome, as are comments. The editor reserves the right to make editorial changes in manuscripts. Air Force organizations are authorized to reprint articles from *TIG Brief* provided proper credit is given.

The contents of this magazine are non-directive and should not be construed as instructions, regulations, technical orders or directives unless so stated.

Distribution is via direct mail. POSTMASTER: Send address changes to: *TIG Brief* Editor, HQ AFIA/CVP, 9700 G Ave. SE, Suite 378G, Kirtland AFB, NM 87117-5670.

Why an *IG* accent on problem resolution?

Because it's the law,
but that's just the short answer



So, why an Inspector General system ... and how does it tie into mission accomplishment?

The simplest and most direct answer is, "It's the law." There are specific statutes that mandate the establishment of an IG function in most federal government agencies and specify IG actions in certain situations.

But there's a more relevant reason for having an IG function. We all have a responsibility to work toward problem resolution and to help commanders keep their people focused on their jobs. We do that by resolving "distractions" caused by what I'll call "human dimension" problems. These "distractions" could be related to pay, family issues, drug and alcohol abuse, discrimination based on race, ethnicity or gender, harassment of any kind, etc.

It should be obvious that when our people are "distracted" by some sort of human dimension problem they won't be fully focused and productive on the job.

Hence, we have an IG system. IGs, particularly at wing/center level, should think of themselves as problem solvers ... as a safety valve when other means fail ... as a set of eyes and ears of the commander ... and as an honest broker. Last year, there were more than 10,000 IG actions Air Force-wide. The overwhelming majority were in the assist or referral category, i.e., facilitating problem resolution. Of course, there were also formal complaints that required more time to resolve.

With this sense of purpose come a few pearls of philosophy, as well as a few myths, that govern the need for problem resolution.

Foremost is the pearl that the best means of problem resolution lies in the chain of command. IGs and complainants should give the supervisor, first sergeant or commander the first shot at finding a solution whenever possible. That reinforces and demonstrates trust and confidence in command.

The second pearl is that problems get solved when they are worked at the lowest level possible. Where else is there sufficient savvy and insight into possible solutions? Certainly not at a far-off higher headquarters! Whether handled by command or the IG, the closer to the problem, the more likely one is to find a satisfactory solution.

And finally, there is the pearl of working problems in the simplest way possible. If a phone call will do it, great. If bringing people together for a little face-to-face dispute resolution works, that's OK, too. Sometimes it may take a full-blown investigation to get to the bottom of a problem, but that is our last resort and done only after a thorough analysis of the situation.

With these pearls come a few myths. Here are a few to round out the equation.

Myth # 1: *All anonymous complaints are frivolous and should be rejected.* Reality is we can't reject them out of hand even if we want to,

but, in fact, anonymous complaints are substantiated at about the same rate as other complaints when sufficient information is provided.

Myth # 2: *Complainants can say whatever they want and are protected by "the system."* In reality, complaints are considered official statements. If it is determined that a complainant intends to be malicious or makes a false statement, they can be held accountable and disciplined accordingly.

Myth # 3: *Complaints are never dismissed.* Reality is that a significant number of complaints are dismissed because they are determined to be frivolous, outdated, provide insufficient information, or fail to provide new information on a complaint that has been addressed previously.

The bottom line is our IGs, particularly at wing/center level, are in the business of problem resolution. They must balance the need for fairness, thoroughness and accuracy with the need to be timely. Both thoughts go together. This isn't rocket science; it's common sense.

So, next time someone asks you why we need an IG and how it relates to mission accomplishment, you tell them it's all about solving problems that "distract" people from the focus we need them to put on the mission. It makes a big difference.

Nicholas B. Kehoe
NICHOLAS B. KEHOE
Lieutenant General, USAF
The Inspector General

How the Air Force Inspection Agency



Col. Stephen Meigs
Director, Medical Operations
Air Force Inspection Agency



What is a Health Services Inspection? If you think it's an inspection of the base medical facility, you'd only be partly correct.

It is true that The Air Force Inspector General, along with the Joint Commission on Accreditation of Healthcare Organizations (the same people who inspect civilian hospitals), conducts periodic inspections of medical treatment facilities to assess their effectiveness and efficiency in providing healthcare services to patients, but that's only part of the story.

The purpose of an HSI is to evaluate the effectiveness of a wing's — not just a medical group's — healthcare capability. It is a process extending well beyond the walls of the medical unit.

In conducting an HSI, the Air Force Inspection Agency's Medical Operations Directorate does evaluate overall quality of medical care and patient safety, with the assistance of the Joint Commission. We also assess the medical unit's implementation of Tricare, as well as patient satisfaction with serv-

ices, administrative functions, leadership, management and so on.

However, our primary focus during an HSI is on the wing's healthcare capability in supporting the generation and sustainment of combat operations. In fact, more than half of the HSI Guide (our inspection checklist) is dedicated to these areas, and arguably everything we do during our visits relates to evaluating this aspect of healthcare capability.

We begin by assessing how well we take care of our most valuable asset, the human weapon system. We seek answers to these "big picture" questions:

- Is the wing doing the right kind of preventive maintenance through effective and efficient Preventive Health Assessment and Periodic Dental Examination programs?
- Are wing programs contributing to the health of our force by offering prevention

initiatives to reduce tobacco use, curb excessive alcohol consumption, and encourage proper diet and exercise regimens?

- Is wing leadership focused on taking care of their people through an active Family Advocacy Program, initiatives that foster healthy interpersonal relationships, and an emphasis on addressing factors that contribute to suicide among personnel?

We also spend a significant amount of time examining the wing's efforts to protect its people in the workplace. By assessing the unit's occupational health and industrial hygiene programs, we are able to ensure that there is an appropriate focus on illness and injury preven-

assesses a wing's medical capability

tion during day-to-day mission performance.

These are but a few of the elements that inspectors evaluate in assessing how effectively the wing is performing in shaping healthy behaviors to achieve a fit and healthy fighting force.

We also evaluate how well the wing prepares its warfighters for the combat or contingency environment. This part of the inspection includes immunizations, medical intelligence, DNA collection, self-aid and buddy care training, readiness training for medical personnel and the predeployment screening process.

Our intent is to ensure the wing is taking appropriate steps to medically prepare its warriors for the deployed environment and that everything possible is being done to protect its force from environmental factors like disease, disease vectors, non-potable water, and NBC (nuclear, biological and chemical) threats that may be encountered. In doing this, the wing increases its potential to maximize the fit, healthy resources it has deployed and not experience attrition due to preventable causes.

Our recent experience in Kosovo was an outstanding testament to this philosophy as we

sustained fewer disease, non-battle injury casualties than in any conflict in our history.

And last, but certainly not least, we assess the wing's ability to respond with its medical capability. The HSI is not the only opportunity to evaluate this aspect; most major command operational readiness inspections include an evalua-

The purpose of an HSI is to evaluate the effectiveness of a wing's ... healthcare capability. It is a process extending well beyond the walls of the medical unit.

tion of medical assets. Our emphasis during the HSI is different than most ORIs, though, in that we focus on plans, training, war reserve materiel management, exercises, mobility processes, SORTS (the Status of Resources and Training System) and other readiness metrics that serve as indicators of a unit's readiness to respond to wartime and contingency taskings. This includes the wing's plan to provide medical care to its forces while

deployed and its processes for avoiding disease transmission at the deployed location and after redeployment.

While we do not actually "test" the wing with exercises or evaluate the execution of their tasked unit type codes, we do carefully examine all the programs and processes that contribute to the wing's medical capability to support and sustain the mission.

While it is true most of what we look at during an HSI is championed in one way or another by the medical group, the effective and efficient employment of the programs and processes mentioned previously can only be accomplished with a wing effort. The medical unit commander serves as the wing's eyes and ears to help oversee and guide these

programs, but it takes emphasis and support from all commanders, first sergeants, superintendents, supervisors and individuals to fully capitalize on a wing's medical capability.

A big part of our HSI assessment is how well this is being accomplished by the wing team. So don't consider the rating following an HSI as just the medical unit's report card — it is a reflection of the entire wing's medical readiness. ♦



Maj. Steve Murray
AFOSI/PA DSN 857-0989

Mail, wire fraud

Subject: Bonding company employee

Synopsis: The employee, representing Air Force contractors, falsely represented to individuals and corporations that he was able to sell insurance performance bonds issued by an insurance company which he claimed had guaranteed reinsurance coverage with Lloyd's of London. The ensuing

investigation resulted in the employee being convicted of mail and wire fraud in federal court.

Results: The employee was sentenced to 25 months in jail and ordered to pay restitution of \$690,557.

Contractor kickbacks

Subject: A Department of Defense contractor's project manager

Synopsis: The prime contractor's project manager was part owner of an electrical subcontractor that was guaranteed all electrical work on a SABER

(Simplified Acquisition of Base Engineering Requirements) contract. As part of this relationship agreement, he was required to pay kickbacks to the prime contractor. The project manager related he covered the cost of the kickback payments by submitting fraudulent billings to the prime contractor for work done by his electrical business. The project manager pleaded guilty to one count of paying kickbacks from his electrical business to the prime contractor's former president and one count of giving gratuities to an

Air Force civilian employee.

Result: The project manager was sentenced to 24 months in prison and three years' probation following his release. He was ordered to pay a \$25,000 fine and restitution in the amount of \$544,560. The prime contractor's former president was sentenced to 24 months in jail followed by three years' probation and fined \$10,000. The Air Force civilian employee was fined \$2,500, sentenced to three years' probation and terminated from his civil service employment.

False testing

Subject: A major Department of Defense avionics contractor

Synopsis: The contractor falsified fracture toughness testing on aluminum extrusions used in the manufacture of an Air Force transport aircraft. The machined aluminum parts were used in the construction of the wing, tail and fuselage of the aircraft. The investigation proved that over an eight-year period, the Department of Defense contractor had either falsified test results or failed to perform testing on 375 extrusion die lots.

Result: The Department of Defense contractor was ordered to pay the United States the gross sum of \$727,563.

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring contractors from providing

substandard products and services, and to recover government funds obtained fraudulently. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, is essential for successful prevention, detection and neutralization of fraud.

Recent Audits

Mr. Ray Jordan AFAA/DOO

Background Investigations

A recent audit of background investigations prompted quick corrective action from management. The auditors found that child care management did not administer personnel investigations or reinvestigations in a timely and effective manner.

For instance, records indicated that employees worked with children without receiving national fingerprint checks. Also, contract employees did not always receive background investigations required by the contracts. Consequently, contractor employees worked an average of 20 months without proper or current background investigations.

Management quickly corrected these conditions, improved record keeping and established a follow-up process. *Report of Audit WN000016*

Pacer Craig KC-135 upgrade

Pacer Craig is an Air Force program used to upgrade the KC-135 avionics system. The Air Force Pacer Craig contract includes \$2,447,882 in labor

costs at six upgrade locations.

The audit found upgrade-related functions were effective in all but one area. Supply technicians did not always obtain credit for turn-ins of warranty parts. For example, auditors determined that credits were not received for 51 warranty parts.

Management teamed with the auditors during the audit and obtained credit for the 51 items, saving the Air Force \$376,772. *Report of Audit EO000021*

Material Purchase and Management Practices

A recent audit of material purchase and management practices disclosed that Air Force personnel at an Air Force Materiel Command air logistics center needed to improve management controls.

Auditors identified purchase procedures that deviated from good business practices, such as altering documents, making uneconomic purchase actions, and splitting orders to avoid the \$2,500 single purchase limit. In addition, personnel had not established procedures to properly account for and control resid-

ual material and pilferable items.

For example, during a 13-month period, Civil Engineer Logistics, a 13-employee section, was issued a total of 198 knives/survival tools of which 184 valued at \$3,492 were written off inventory records as lost.

The timely corrective actions in response to the eight recommendations audit personnel provided should help ensure the Air Force receives the best value for the money spent and materials are protected from diversion. *Report of Audit DT000007*

Due-Out Validations

During an audit of due-out validations, auditors found that unit supply custodians did not always validate internal equipment orders due-outs.

Review of 481 due-outs revealed that 19 equipment items, valued at more than \$1.4 million, were not valid requirements and could be deleted along with their corresponding authorizations. The Air Force planned to purchase five of the unneeded items to satisfy the order.

Based on the audit results, management promptly canceled the due-outs and reduced the corresponding authorizations, potentially saving the Air Force \$1 million. *Report of Audit WM000001*

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these reports or a list of recent

reports by contacting Mr. Ray Jordan at DSN 426-8013; e-mailing to reports@pentagon.af.mil; writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at www.afaa.hq.af.mil.



HSIs

The Air Force Inspection Agency, as the principal action arm of the SAF/IG's inspection system, conducts Health Services Inspections. HSIs are compliance inspections of the medical programs and facilities of active-duty and Air Reserve Component units. Below are trends of findings found during recent HSIs, as well as best practices found by inspection teams to be of exceptional value to the unit and worth emulating by other Air Force organizations.

Trends

Frequently, inspectors identify trends that are not scored during an HSI but nonetheless detract from medical unit effectiveness. This installment of the HSI page addresses a few of those "observations" made by the AFIA Medical Operations Directorate during the 45 inspections of active-duty and Air Reserve Component (ARC) units during calendar year 1999.

Lack of accountability

Once assigned a responsibility, project owners are not given guidance on how to proceed. An active-duty unit usually has resources they can seek out for guidance, but this is rarely the case in an ARC unit.

Leadership must provide appropriate guidance with expectations and then follow up to ensure the project owner is on the right track.

The next step is to monitor periodically to validate completion has been reached or problems identified.

Problems in areas such as readiness, on-the-job training, sustainment training, provider privileging, organizational mentoring, etc. could be resolved by holding first-line and middle managers accountable to executive levels, who are then held accountable by unit and wing commanders.

Failure to know the underlying Air Force instructions

Inspectors frequently find that programs are in difficulty because individuals have

assumed that the HSI "checklist" covers all they need to know to effectively manage their program or process.

Every element inspected is accompanied by criteria for evaluation and a reference to the appropriate guidelines; yet, frequently, those guidelines are not researched for the fine points for an effective program.

The HSI guide is just that — a guide, and should not be relied upon for comprehensive, detailed knowledge. Know and use the applicable instructions for your program or process. Let them be the basis for managing your area of responsibility.

Ineffective use of self-inspection programs

These programs are wonderful tools for leadership situational awareness, but unfortunately many times are considered something to be done "because the HSI wants to see it."

Self-inspection programs are usually maintained by the self-inspection monitor but clearly are not being used by the facility's Executive Management Committee. Discrepancies are not addressed by leadership and many times are closed without resolution of the problem. This often results in the monitor owning the whole process and becoming frustrated because of a lack of leadership support.

Many innovative tools have been seen for managing the self-inspection program, but no tool is better than leadership involvement and accountability. ♦

History Brief

On this day ...

... in May

May 19, 1908: Signal Corps Lt. Thomas E. Selfridge becomes the first soldier to fly a heavier-than-air machine.

May 9, 1945: V-E Day. The war ends in Europe.

May 9, 1949: The Republic XF-91 Thunderceptor jet/rocket hybrid successfully completes its first test flight at Muroc AFB, Calif. This unusual aircraft has variable incidence wings of inverse tape design (wider at the tips than at the roots).

May 11, 1949: President Harry S. Truman signs a bill providing for a 3,000-mile-long guided missile test range for the Air Force. The range is subsequently established at Cape Canaveral, Fla.

May 8 - 10, 1992: The Command Band of the Air Force Reserve performs on Russian television May 7 and in the Kremlin May 8. On May 9, the band participates in the Peace Victory Parade, marking the first time a U.S. military unit has marched in the Soviet capital.

... in June

June 3, 1916: The National Defense Act of 1916 authorizes the Aviation Section of the Signal Corps, a reserve corps of 2,300 officers and men, thereby originating the air reserve.

June 20, 1920: A provision in the fiscal 1921 appropriations bill restricts the Army Air Service to operating from land bases.

June 15, 1928: Lts. Karl S. Axtater and Edward H. White, flying an Air Corps blimp directly over an Illinois Central train, dip down and hand a mailbag to the postal clerk on the train, thus completing the first airplane-to-train transfer.

June 20, 1941: U.S. Army Air Forces established.



June 26, 1946: "Knot" and "nautical mile" are adopted by the Army Air Forces and the Navy as standard aeronautical units of speed and distance, respectively.

June 26, 1948:

Operation Vittles, the Berlin Airlift, begins with Douglas C-47 crews bringing 80 tons of supplies into the city on the first day. By the time it ends on Sept. 30, 1949, the Anglo-American airlift will have delivered a total of 2,324,257 tons of food, fuel and supplies to the beleaguered city.

June 2, 1949: Gen. H. H. Arnold is given the permanent rank of General of the Air Force by special act of Congress.

June 10, 1982: Strategic Air Command's first all-female crew flies a five-hour training mission that includes a mid-air refueling of a B-52 Stratofortress. ♦



Editor's note: Air Mobility Command implemented a major new concept in the inspection world Jan. 1: the EORI, Expeditionary Operational Readiness Inspection. It is a bold construct designed to replace the Cold War model of wing-wide inspection. EORI's purpose is to evaluate readiness using real-world opportunities and exercises, when possible.

In AMC, inspections now focus on force package capability to bolster an expeditionary culture and help reduce OPTEMPO. With the whole inspection world watching, TIG Brief put some questions to Col. (Brig. Gen. Select) Donald C. Wurster, U.S. Transportation Command and AMC Inspector General, who took the opportunity to explain all the new goings-on.

Q: AMC's new EORI approach seemed to appear just as the Expeditionary Aerospace Force stood up last fall. Is that good timing or coincidence? How long was the EORI in the works?

A: The EORI seed germinated in the fall of 1998 with the previous AMC Inspector General, Col. Tom Kane. As we put flesh on the concept, we saw opportunities to support EAF stand-up while simultaneously reducing unit PERSTEMPO and improving the inspection process. In hindsight, the combination of coincidence and vision have kept us on pace with our changing operational environment.

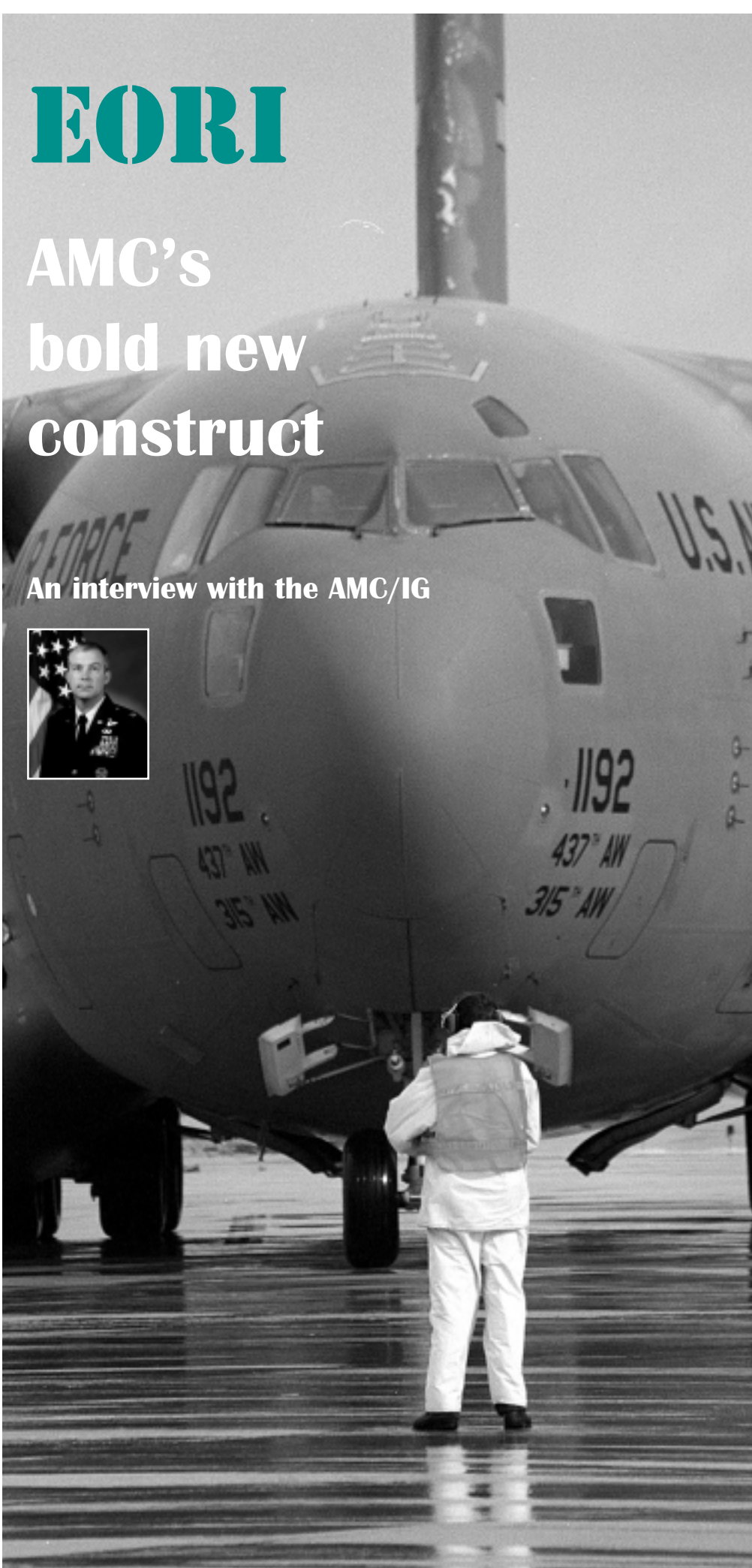
Q: As you developed and "ramped up" the AMC EORI, were you influenced by the Air Force Inspector General or the Air Combat Command IG, or does AMC/IG find itself the "influencer," the center of all the crosstalk?

A: In this case, I think AMC has been the innovator. However, SAF/IG allowed us the latitude to think out of the box and try out our new concept. Other commands, including ACC, have expressed an interest in our concept, and

EORI

AMC's bold new construct

An interview with the AMC/IG



we have shared some ideas with them. AMC and ACC have different missions, and it's probably unreasonable to expect our inspections to be exactly alike.

Q: Will AMC/IG teams find themselves on the road more, "chasing" the aerospace expeditionary forces around the world?

A: Yes, we want to be able to field an inspection team on very short notice when there is a good inspection opportunity. One way to look at it is that we intend to become as "expeditionary" as our wings.

Q: With the emergence of the EAF in calendar year 1999, was

there the potential of the IG "getting in the way" in the fast-paced new culture?

A: Actually it's just the opposite. We're not trying to slow down development of the EAF or present any roadblocks to it at all. We are in fact addressing the same issue with our Expeditionary ORIs: operations tempo. The old ORI construct presented significant roadblocks because a unit had to devote so much time and effort preparing for this large recurring inspection; in effect the upcoming ORI often became the primary focus of their efforts. Now, a unit can concentrate on their primary job and that's the best way to prepare for, and score well on, their inspection.

It's interesting that the AEF Center has shown a lot of interest in our EORI database concept and

its applications to measure force readiness.

Q: Traditional "in the box" inspections will become "smaller pieces of the puzzle" in AMC, but will they maintain some significance?

A: Yes, while the IG will schedule many of its inspections to

look at units performing their job during actual operations, we plan to conduct approximately six large IG Exercises (IGX for short) each year. An IGX will allow us a more in-depth look at areas that we may not see during a deployment, but are important to the command, for example, ATSO

(ability to survive and operate).

Q: Do you find METLs (mission-essential task lists) useful?

A: Absolutely. The AMC Task List (AMCTL) now contains a fairly thorough listing of specific tasks and standards, and although it took a lot of work, we've been able to match our checklists to the AMCTL. It's been a slow process, but as a command, we benefited from the IG's involvement. When an inspector evaluates a unit's performance based on a MET, the inspector can identify unrealistic standards and feed that back to the staff agency responsible for the MET. As a result, over the past year the IG has suggested hundreds of improvements to the AMCTL and it's a better product today due to that partnership.

Q: How important is the "zero footprint" concept in EORI?

A: As an IG team, we're not attempting to become invisible; inspected units will certainly know we are there, so the term "zero footprint" is misleading. However, we'll accomplish many of our inspections while observing units perform actual wartime tasks. From that point of view, our inspections leave a much smaller footprint when compared to a traditional ORI.

Q: Does the eight- to nine-month training phase within the 15-month AEF cycle give you enough opportunities for assessment?

A: Yes it does because of the way we are scheduling our IGXs. Units volunteer unit type codes to participate in the IGXs based on a list of "hot UTCs." There is also significant involvement by the numbered air force commanders and the National Guard Bureau in the scheduling process. Additionally, as you noted before, much of our inspecting is actually done during a unit's deployment. So we are not really inspecting everything during the training phase.

Q: What's been the feedback from the field thus far in AMC on EORI?

A: The feedback has been very positive. We held a Mobility Air Forces conference last year and we sent teams on the road to brief EORI to many of our units. During this process, we received many excellent ideas from the field, including our AMC-gained Air National Guard and Reserve units. We've incorporated their ideas into EORI, and we have a much better product because of their participation.

Let me close by saying we have invested a lot of time and effort into EORI. The Cold War is over, and our Air Force has already become very expeditionary. The old way of doing business, even for the IG, no longer made sense. We've adapted, and will need to continue to adapt if we want to do our best for our country. ♦

AMC/IG ...

- ... has been allowed the latitude to think out of the box.
- ... wants inspection teams to become as "expeditionary" as the command's wings.
- ... is addressing the OPTEMPO issue.
- ... still plans to conduct six large IG exercises per year.

TIG Bits

Lessons, best practices from the field



No fear of failure at Otis ANG Base

The explosive ordnance disposal unit at Otis Air National Guard Base, Mass., uses ordinary 12-volt DC to 110-volt AC converters in their vehicles to power their laptop computers, enabling them to use the automatic EOD publication system.

The low-cost, off-the-shelf power converters improve computer reliability, allowing EOD teams continuous use of the AEODPS without fear of computer failure due to drained batteries, preventing loss of vital data that can be used to save lives and preserve mission effectiveness.

*Master Sgt. Michael Perra
mperra@MAFMH.ang.af.mil
DSN 557-4861*

Striking ads a lesson in cross-marketing

If you're in one Services facility at Goodfellow AFB, Texas, you're likely to get a pitch about another.

Even the bowling center's pinspotter sweeps carry advertising, allowing cross-marketing messages to be seen continuously.

The 58-inch by 4 1/2-inch sweeps bring home messages like "Youth sports

are a kick!" and "Visited your club lately?" and "Equipment rental — Check it out!"

The cross-marketing tool increases awareness of other Services activities and, in the long run, revenues.

*Mr. Gary Shovan,
gary.shovan@goodfellow.af.mil
DSN 477-3228*

Mirror image ambulances

The hospital at Keesler AFB, Miss., overcame several “turf” and “ownership” issues when leaders there determined it was necessary to identically outfit all seven of the ambulances assigned to the base. The potential friction was that the vehicles were assigned to three separate areas on the installation and each equipped the ambulances differently.

A new method equips each ambulance with exactly the same medical equipment,

medications and supplies, storing them in exactly the same locations on each vehicle. Also, non-emergency room ambulances are used on nights and weekends to allow for rotation of all ambulances.

All medical response crews can now instantly use any ambulance. Knowing where each and

every item resides enhances rapid response to victim care, while rotation of ambulances assures that all the vehicles are functional and equipped to meet any contingency.

Master Sgt. David McKinnon
mckinnondavid@keesler.af.mil
DSN 597-9085

Commissioning 101

The education center at Kadena Air Base, Japan, has developed a series of monthly briefings to give Air Force enlisted members an overview of commissioning programs and application requirements.

Briefing topics include the Airman Education and Commissioning Program, Air Force Reserve Officer Training Corps, the Air Force Academy and Preparatory School, Officer Training School, Air Force Officer Qualification Test and the Basic Attribute Test. Active-duty officers share their commissioning experiences as guest speakers. Troops who want specific information are then scheduled for individual counseling appointments.

Kadena’s process saves time and manpower because information is dispensed to groups instead of individuals, allowing troops an opportunity to hear about a program’s eligibility requirements before speaking with a counselor. Attendees not only learn from the guest speakers, but also from questions asked during the briefings.

In fiscal 1999, Kadena saw more than a dozen enlisted members selected for various commissioning programs.

Ms. Rose Caruth,
rose.caruth@kadena.af.mil
DSN 634-5944



GUNFIGHTERS AT HOME WITH THE EAF

June 1, 2000, marks the day the Gunfighters of Mountain Home AFB, Idaho, begin their first on-call period as part of the Expeditionary Aerospace Force.

The 366th Wing has a unique role in the EAF. They are one of only two air expeditionary wings. The other is the 4th Fighter Wing, Seymour Johnson AFB, N.C., which recently completed their first on-call period.

So, what's the difference between an AEW and an aerospace expeditionary force?

The key difference is an AEW is tasked to deploy at a moment's notice to any crisis worldwide and rotate on alternate 90-day on-call periods.

An AEF fulfills steady-state deployments such as Operations Southern/Northern Watch or peacekeeping operations in the former Yugoslavia and rotates on 90-day on-call periods every 15 months.

To alleviate some of the stresses that can be associated with a constant 90-on, 90-off rotation period, the two AEWs will shift to a 120-day on/off cycle beginning in December, allowing for more stability.

"We're a 911 call for the nation," said Lt. Col. Charles Bowman, 366th Wing chief of plans, programs and evaluations and the one whose job it is to get the wing ready to fulfill its on-call responsibilities. "When

America needs to respond to a pop-up contingency somewhere in the world, the Gunfighters are ready to go."

Being ready to go means the ability to deploy jets and more than 1,000 people within 48 hours of being ordered and putting bombs on target shortly thereafter.

Self-contained strike force

The 366th brings a built-in strength to the fight. They are a self-contained strike force that live, train and fight together.

This composite wing has one mission made up of five different weapon systems (F-16C/J Fighting Falcons, F-15C Eagles, F-15E Strike Eagles, B-1B Lancers and KC-135R Stratotankers).

Supporting the mission are approximately 5,000 operators, logisticians, and medical and support personnel.

"When different people and squadrons from all over the world get together for an AEF deployment, it takes days or weeks to figure each other out. We already have those relationships established and know how each does business.

There is very little spin-up time when we arrive at a deployed location," Bowman said.

Getting from here to way over there

Getting the Gunfighters from central Idaho to a hot spot on a distant shore is no simple chore but one they have been practicing and preparing for since the air intervention composite wing concept was developed and implemented following Operation Desert Storm.

"We train for rapid mobilization and have processes that can get the wing out of town very quickly," Bowman said. "Our





maintainers know how to prep the jets and our personnel teams can get folks processed for deployment in just a matter of hours.”

To get the initial force off the ground, a massive airlift force of 16 C-5s or C-17s is required, according to Bowman.

Having such a wide variety of logistical requirements does increase the 366th’s airlift needs. However, Bowman says, “We provide a unique combat capability to the warfighting commanders in chief.”

Training camps for Gunfighters

To get spun up by June 1, the wing conducts quarterly deployment exercises. These two-week “Gunfighter training camps” involved flying composite sorties combined with the set-up and use of an expeditionary operations center, logistics town, medical and other deployable support functions.

“We build an entire AEW task

force from scratch at least four times per year. This training allows us to go to any warm base to begin operations almost immediately,” Bowman said. A “warm base” is a location that provides some degree of infrastructure (fuel, utilities, etc.)

The Gunfighters also conduct training exercises with members of the Navy, according to Bowman. Training with any and all joint or combined services allows for a unique learning environment.

“Each service or country has procedures that are different than ours. These joint exercises afford us the opportunity to familiarize ourselves with units that we might be called on to fight side-by-side with,” he said.

Always lessons to be learned

There are always lessons to be learned from previous deployments and exercises. To incorporate lessons learned from each

AEW’s rotations, Mountain Home hosted a second AEW conference in April.

The conference covered expeditionary issues with Air Combat Command and Air Mobility Command officials along with B-2 stealth bomber and F-117A stealth fighter units that could be attached to the 366th Wing during a deployment.

Issues from the first conference, hosted by Seymour Johnson AFB, included unit type code management, potential forward operating locations, base support plans and airlift requirements.

The Gunfighters’ focus on the preparation and employment for their first AEW rotation will bring with it innovation and improvement for their and all units’ future rotations as part of the EAF. ♦

— *Based on contributions from Capt. James Law, 366th Wing Public Affairs*

TWEET*

*Tools for Wing Exercise Evaluation Teams

Lt. Col. Ross Gobel HQ AFIA/CVT DSN 246-0605 gobelr@kafb.saia.af.mil

About 75 percent of wings go Excellent (Mission Ready) on an operational readiness inspection. A few earn Outstanding. Few receive Marginal, Satisfactory or Unsatisfactory.

Your goal as an EET (exercise evaluation team) member is to boost your wing to an outstanding result in the four major areas of an ORI: initial response, employment, mission support and ATSO, the ability to survive and operate.

I've reviewed a lot of ORI results in my tenure as an inspector and IG instructor, and it's my observation that deployment leads the pack in problems. It's the only area that routinely gets a wing in hot water with a rating of

marginal or worse.

It comes down to this: If you can't get out of town, you can't fight the war. A deployment demands timely airflow information and flexibility in planning. Importantly, the installation deployment officer has to coordinate in a timely manner with squadron, group and wing leadership.

Deployment problems result in failures to make chalk times and specific write-ups on how much equipment and how many pallets were not ready to be deployed.

Wing ORI problems start with faulty preparation during OREs (operational readiness exercises). At wing level there is no specific guidance on how to form, train and recruit a wing's EET. Only rarely

will a team have the luxury of relying on the expertise of an ex-major command inspector. Why? Most MAJCOM inspectors are senior in grade, and either are recruited for higher headquarters positions or may retire after their IG time.

So what can you do to ensure you're ready?

◆ First, decide honestly where you are weak and where you are strong. This will help to decide attention areas. Your first ORE specifically in preparation for an ORI should help to indicate this.

◆ Next, ensure the ORE after-action reports are detailed, accurate and not whitewashed. Historically, this is a problem because evaluators are airing a squadron's dirty laundry. So the evaluation duty can

be perceived as not exactly career-enhancing.

◆ Then, you should read at least five reports from recent ORIs of similar units and act on them. Don't fix what isn't broken.

◆ Now, open your eyes wide to the big picture. Example: Many ATSO write-ups occur when most troops fail to react to changes in MOPP (mission-oriented protective postures) and threat conditions — not on how individuals properly wear NBC (nuclear, biological, chemical) gear.

Remember: ORI criteria focus on ensuring effective command and control and a wing's reaction speed. In an ORE, a wing can get caught up in excessive individual preparation and administrative minutiae. MAJCOM inspectors look at the big picture. Bottom line: Think like

a MAJCOM inspector.

◆ Finally, focus on the traditional problem areas, the ones involving wartime skills that are not practiced day-to-day and rely on wing-level coordination. Below are the historical top five wing ORI killers, in no particular order.

- Tool control
- Flight records
- Deployment (cargo marshalling)
- Wing command and control (initial response)
- MOPP/THREATCON changes

How do I know that these are the top five? Because I read the ORI reports, just as you should.

Fill these big squares, then you can go above and beyond, aiming for the big prize, an Outstanding or Mission Ready. ◆

TT*

* Training Tools

Here are two tools for EET training:

◆ The AF Inspectors Course two-hour training video. For more information, e-mail Senior Master Sgt. Larry Whittle of the Air Force Inspection Agency, whittlel@kafb.saia.af.mil.

◆ The EET tool kit developed by Maj. Gaylord Thomas of the Air Mobility Command IG Directorate. To get to this well-conceived and well-implemented web site, go to www.amc.af.mil, click on "Directorates," then on "IG," then on "Inspections."

* Tracking Tool

EET members come and go all the time, so a spreadsheet program is a must for keeping track. Create a spreadsheet with names, specialty codes, skill levels and PCS dates. Squadrons should update their spreadsheets quarterly.



EO complaints vs. IG complaints

What's the difference?

Col. Gary Leonard USAFR
AFIA/JAG
leonardg@kafb.saia.af.mil

What's the difference between an inspector general complaint and an equal opportunity complaint?

The simple answer is that an IG complaint could be an EO complaint but an EO complaint would not necessarily be an IG complaint. The issue is really one of content.

An IG complaint is a large universe. It is governed by Air Force Instruction 90-301, "Inspector General Complaints." The AFI allows a complaint "when made within IG channels" to be investigated by the IG. Normally the areas investigated by the IG are non-criminal and of functions,

of EO issues of sexual harassment or denial of an opportunity based on race, sex or other illegal discriminatory bases. An EO complaint can be made in the IG channels as noted above or it may be initiated in EO process itself. For instance, any of the following elements of the Air Force Team would be able to field an EO complaint: your chain of command; MEO, which includes social actions and the chief EEO counselor (who is also on the wing commander's staff); the IG; housing referral (concerning discrimination in the rental or sale of off-base residences); the chaplain; and the staff

activities or organizations to determine compliance with laws and regulations. Those regulations can be, for example, EO-related or involve fraud, waste and abuse or simply an issue of inefficiency. EO complaints are usually referred to Equal Employment Opportunity or Military Equal Opportunity for resolution, per AFI 90-301, table 2.5, rules 1 and 3.

On the other hand, an EO complaint focuses solely on the universe

judge advocate.

EO actions are governed by a myriad of Air Force as well as Department of Defense rules and regulations. Good sources of information on the EO complaint process for Air Force members are AFPAM 36-2705, "Discrimination and Sexual Harassment," and AFI 36-2706, "Military Equal Opportunity and Treatment Program."

For example ...

An example of an IG complaint would be a case in which an individual believes he or she has witnessed a falsifying of records.

The individual might contact the wing IG and note that he or she witnessed what they think was an illegal act.

The IG would review the information presented and, if the evidence was credible (usually determined in consultation with the staff judge advocate), then proceed with an investigation. The complaint would be documented and an investigating officer assigned.

If the matter were determined to be criminal in nature, it would be assigned to the Air Force Office of Special Investigations for investigation.

Another example

An example of an EO complaint would be an action initiated by a military member based upon what he or she feels is "disparate treatment" due to their gender or race. The following facts set up a hypothetical of "disparate treatment:" Staff Sgt. Jane Doe is an aircraft maintenance specialist. Her supervisor, a senior NCO, is not assigning Doe maintenance items in an important area of her specialty. Doe has volunteered for these

assignments and has the credentials to perform these duties. Further, others in the group she works with (all males) are given these tasks and thus have

better work evaluations and corresponding opportunities for choice assignments and promotion.

Doe could go to any of the agencies previously listed, but let's assume she decides to use the chain of command and takes the matter to her commander.

The commander must inquire into the facts and use other elements of the staff structure, including MEO, to help.

For instance the commander might personally discuss unacceptable actions with members of the group as well as refer to Social Actions for guidance.

Whatever the resolution, the commander must follow up to ensure there is no reprisal against Doe. Note: If there is reprisal, that is specifically where the IG is tasked to come into the process.

Specifics of the EO complaint process are in AFI 36-2706, chapter 14 and include information on both "informal" and "formal" complaints and the specific forms to use.

Interestingly, in this instance Doe has several options as to how to pursue this issue, including the IG, if necessary. Thus we see again

that an EO complaint could be an IG complaint.

Noteworthy also is that the Air Force civilian work force may use the Air Force EO

complaint system (including the IG system) in the same way as military members to initiate an EO complaint. However, if there is a violation, the issues of discipline and remedy are different. Obviously military members who violate laws and regulations concerning dis-

crimination are

subject to the Uniform Code of Military Justice and the authority of their commander.

Civilian workers who violate laws and regulations are subject to various actions, from reprimand to removal, depending on the circumstances. However, they are not subject to the UCMJ.

Additionally, civilian workers who are suspended for more than

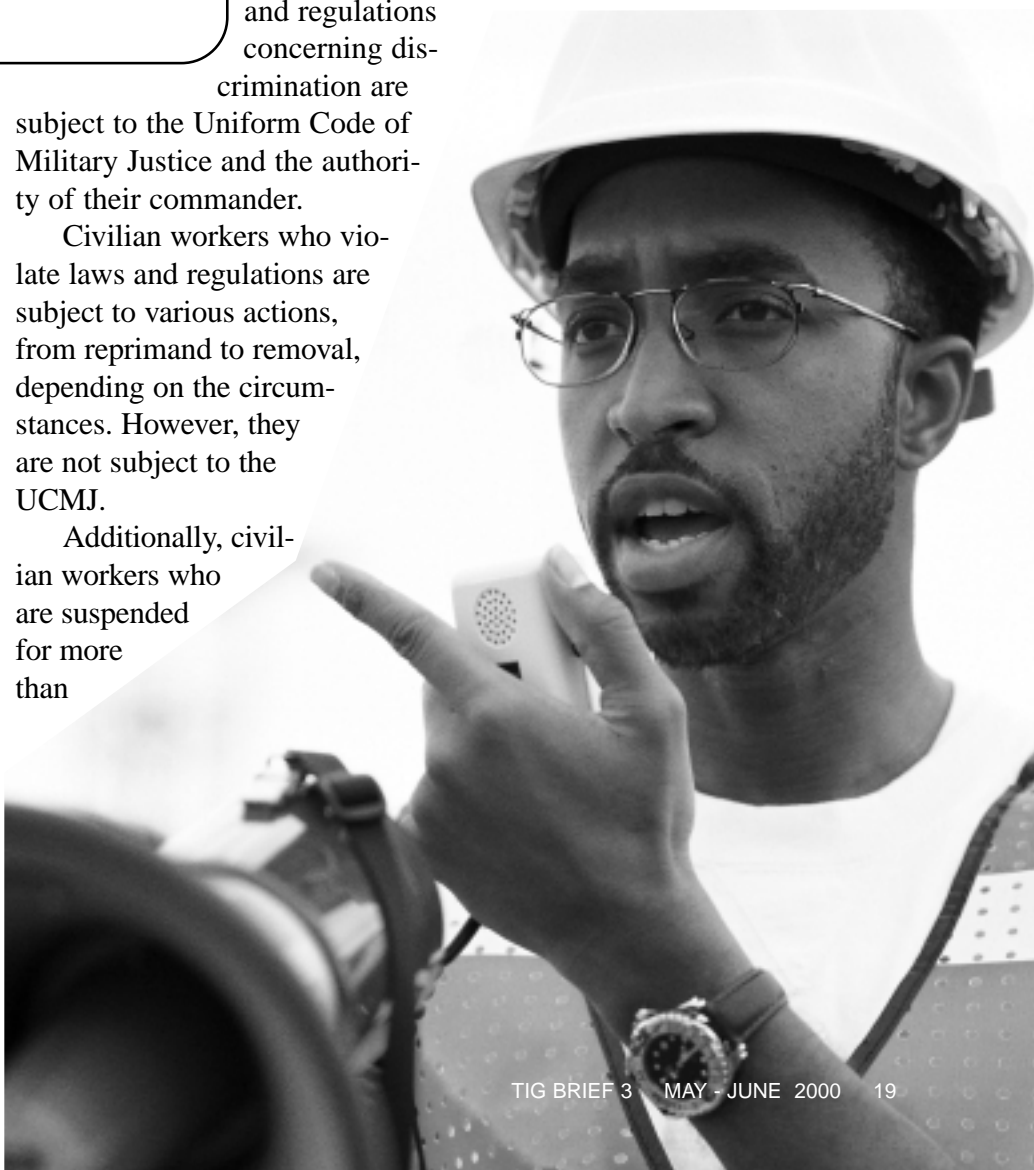
The IG and EO complaint processes are *not* mutually exclusive:

• An EO complaint can be handled in the IG system as well as in the more-specific EO complaint system.

• The IG system encompasses other types of actions which are unrelated to EO actions.

14 days have the right to appeal to the U.S. Merit Protection Board. In a proceeding before the Merit Systems Protection Board the Air Force must prove by a preponderance of the evidence that the misconduct took place and the punishment imposed is necessary to promote the efficiency of the service.

When it comes to IG and EO complaints, the key is to remember that the complaint process for the two types is not mutually exclusive. That is, an EO complaint can be handled in the IG system as well as in the more-specific EO complaint system. However the IG system encompasses other types of actions which are unrelated to EO actions. ♦



Ask the IG

Q: In reference to Air National Guard IGs, what role, if any, do the major commands have with respect to Air Guard units that are operationally assigned to their MAJCOMs?

A: For readiness and compliance inspections, the gaining command IG, in most cases Air Combat Command or Air Mobility Command, are responsible for inspecting their assigned Air National Guard (ANG) units. This ensures that all units, both active and ANG, under that particular MAJ-

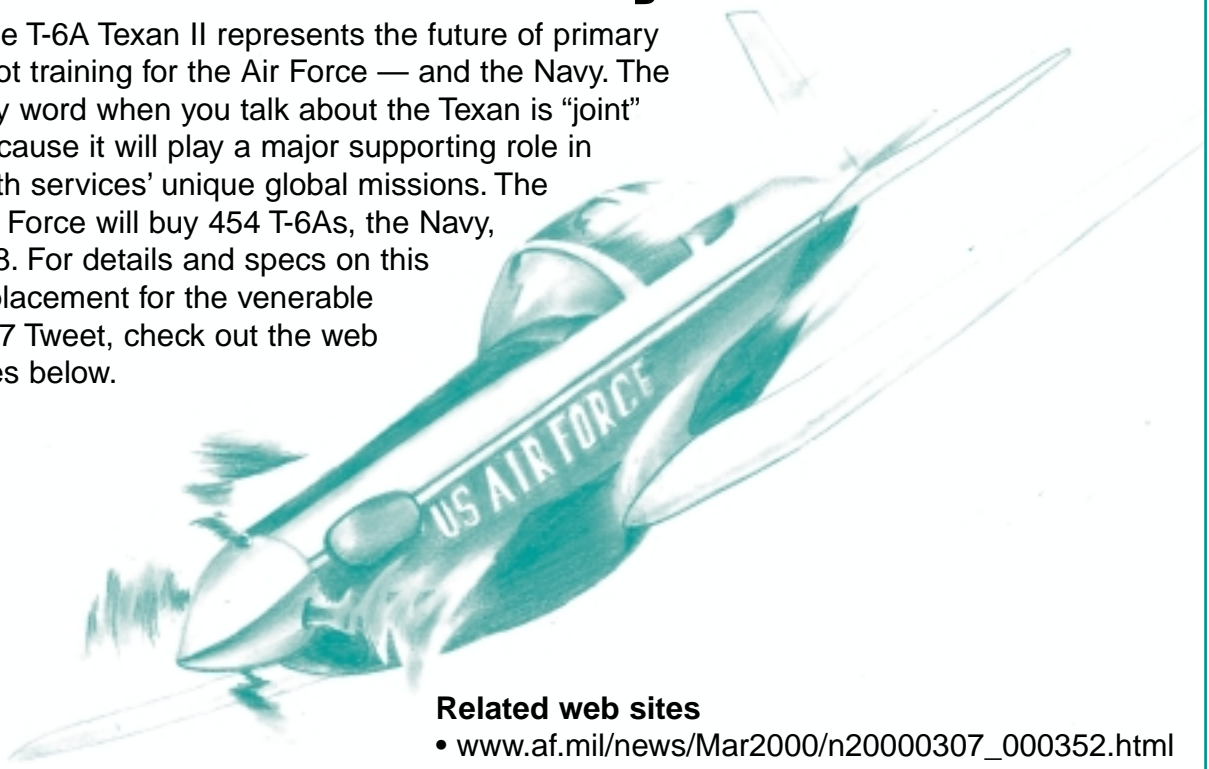
COM, are assessed using the same standards.

For allegations of fraud, waste and abuse, and complaints, an inspector general position has been added to each of the 88 ANG flying wings. These positions were established to bring the ANG into compliance with the Air Force installation IG program to handle complaints and provide assistance to unit personnel. SAF/IGQ acts as the MAJCOM for ANG complaints above unit level. The gaining MAJCOM does not normally factor in this process.

TIG Bird

Trainer for the 21st century

The T-6A Texan II represents the future of primary pilot training for the Air Force — and the Navy. The key word when you talk about the Texan is “joint” because it will play a major supporting role in both services’ unique global missions. The Air Force will buy 454 T-6As, the Navy, 328. For details and specs on this replacement for the venerable T-37 Tweet, check out the web sites below.



Related web sites

- www.af.mil/news/Mar2000/n20000307_000352.html
- www.raytheon.com/rac/t6a

In Brief

Personnel Center updates web site

The Air Force Personnel Center site on the web (www.afpc.randolph.af.mil) has been updated so that it loads faster, is easier to navigate and more customer friendly to those outside the personnel arena. The revamped site includes the same information as the old site, but it's less cluttered. Now, links are categorized under officer, enlisted, civilian and retiree. All links previously listed down the side of the front page can now be found under the site map.

Air Force inceasing number of recruiters

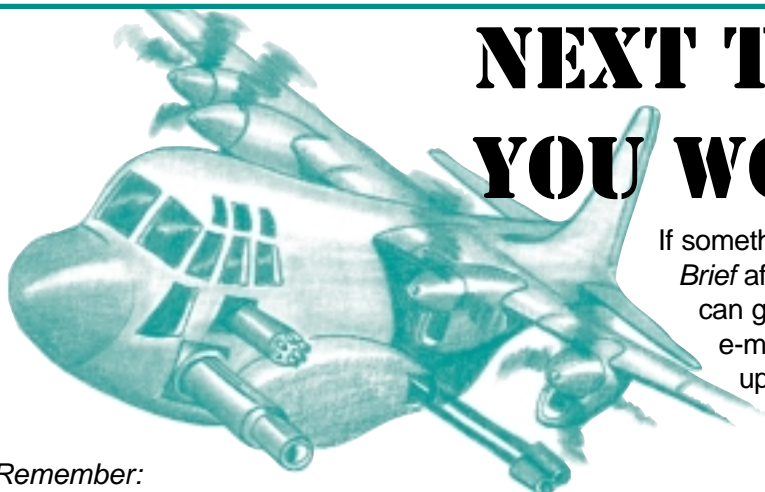
Some 2,000 new recruiters are being sought by the Air Force to counter the current recruiting challenges facing the military. Air Force recruiters are outnumbered by their sister services by a ratio of 12 to 1. Historically, Air Force recruiters have each brought in about 25 to 30 recruits every year, beating the Department of Defense average of one recruit per month.

Number of JROTC units to increase 50 percent

Forty-five high schools will be added to the Air Force Junior Reserve Officer Training Corps Program during fiscal 2000, and officials are seeking 90 Air Force retirees to serve as aerospace science instructors. The program will increase the number of units from 609 to 945 over the next six years. There are currently 189 schools on the waiting list to open a unit. Those interested in instructing must have completed 15 years of active-duty and retired for no more than four years ago. Active-duty personnel may apply if they are within six months of their last duty day prior to retirement. For more information, visit the AFROTC web site at www.afoats.af.mil, or call 1-800-522-0033, ext. 7743 or 7744.

Read your Digest

Get important leadership messages from senior officials on issues affecting the Air Force and its members. Read the Air Force Policy Letter Digest online at www.af.mil/lib/policy or request an electronic mail subscription by sending an e-mail to usafnews@afnews.af.mil.



NEXT TIME, YOU WON'T MISS

If something's still missing in your life (like *TIG Brief* after your PDO closed last year), you can get it all back together with just an e-mail or phone call. We'll be glad to set up a subscription for you or your unit.

tigbrief@kafb.saia.af.mil
or
DSN 246-1864

*Remember:
You're Only As Smart as Your Last TIG Brief.*

IG Profiles: 3 From AFMC

Maj. Mary C. (MC) Price

Duty Title: Chief, Command Communications/Computer Inspection

Organization: Headquarters Air Force Materiel Command Office of the Inspector General, Wright-Patterson AFB, Ohio

Air Force Specialty: Communications

Years in IG Arena: 2

Veteran of: More than 30 inspections, including nuclear surety, operational readiness, unit compliance, Air Force Y2K special inter-

est item, Air Force information assurance SIIs, AFMC information assurance SIIs, Air Force Materiel Command Freedom of Information Act (FOIA) SIIs, and compliance inspection items.

Job Description: Inspects all aspects of command, control, communications and computers. Responsible for inspecting 99,000 people managing 60 percent (\$37 billion) of the Air Force's annual budget at 26 installations. Plans and conducts NSIs, commander-directed inspections, opera-



tional readiness inspections and unit compliance inspections.

Hometown: Air Force brat

Years in Air Force: 13

Volunteer Work: Cub Scout den leader, youth sports.

Thomas P. Severyn



Duty Title: Acquisition management inspector

Organization: Headquarters AFMC/IG, Wright-Patterson AFB, Ohio

Specialty: Program management

Years in IG Arena: 2

Veteran of: ORIs and UCIs of AFMC product, logistics and test centers

Job Description: Inspects program offices, product groups, support management organizations and com-

bined tests forces involved in the acquisition, fielding and support of Air Force weapon systems. Provides independent assessments of processes and procedures used for contingency support to the warfighters, and determines compliance with acquisition policies, regulations and initiatives in the command.

Hometown: Springfield, Ohio

Years in Civilian Employment: 24

Volunteer Work: Instructor in natural family planning, church choir.

Master Sgt. Jeff Olson

Duty Title: Command nuclear maintenance inspector

Organization: Headquarters AFMC/IG, Wright-Patterson AFB, Ohio

Air Force Specialty: Nuclear weapons maintenance

Years in IG Arena: 4

Veteran of: 35 inspections, including NSIs with four different major commands, UCIs and ORIs

Job Description: Leads and con-

ducts NSIs at the largest Air Force nuclear storage sites. Directs conventional munitions inspections at 14 AFMC bases, evaluating 450 maintainers. Develops and evaluates exercises for phase I and II ORIs

Hometown: Good question.

Enlisted in Honolulu but grew up in several cities up and down the California coast

Years in Air Force: 18



Volunteer Work: Little League board member and coach, participant in the Meals on Wheels program.

How AFFTC aced its ORI

Col. Robert Hood AFFTC/CV robert.hood@edwards.af.mil

“We nailed it!” is how the Air Force Materiel Command Inspector General phrased it for us when the Air Force Flight Test Center at Edwards AFB, Calif., successfully completed our operational readiness inspection in December.

Passing the ORI was *not* our real objective. Sure, no one wants to fail. But our real objective was to make sure we were ready — ready to support our wartime and emergency response tasks and ready to protect our people. “We nailed it!” because we fought the war, not the IG, thanks to these key attitudes:

- *Train like you fight* has been at the heart of Air Force combat readiness for several decades now. Local exercises and the ORI were our training grounds, not our destinations. We have to be ready every day, not just on exercise day. We train and exercise so that those of us who go to war can survive and operate. We train and exercise so that we’re ready for accidents and

natural disasters. And we train and exercise so that we can protect Team Edwards from the very real threats to our security and safety.

- *Train with a sense of urgency* goes hand in glove with the first key. The scenarios we trained for at Edwards — from wartime mobility to test acceleration to accident response to force protection — all demand quick and accurate response. Urgent evacuation of buildings, rapid response to accidents and threats, prompt self-aid and buddy care, and swift response to pyramid recalls will save lives and prevent damage. Unless you train with a sense of urgency, you will likely fall short of the level of performance necessary to prevail when the real thing hits.
- *Simulation is for wimps* is another key to our success. Simulation has its proper place in an exercise, to reduce the risk of damage or injury and to maintain an ability to respond to real emergencies. Overuse of simulation quickly degrades a unit’s ability to accom-

ORI Crosstell

plish the first two keys, training like you fight and training with urgency. When someone is seen ignoring the scenario because they are “excused by simulation,” it destroys the sense of realism needed in the training. In

addition, simulating a response removes the ability to identify shortfalls. Each and every person on base is vulnerable when a natural or man-made disaster strikes. Everyone — military, government civilian and contractor

— has a stake in the outcome. And everyone has the capacity to affect the quality and results of the training and exercises in which we invest so heavily.

As a result of these key attitudes, everyone at Edwards knew we were fighting the war, not the IG. We tackled each situation head-on, as if to say, “Look at us, we can handle anything you throw our way.” And we did!

Ad Inexplorata!

3 Keys to ORI success:

- *Train like you fight*
- *Train with a sense of urgency*
- *Simulation is for wimps*



The new U.S. Air Force symbol honors the heritage of our past and represents the promise of our future. It retains the core elements of our Air Corps heritage ... and modernizes them to reflect our aerospace force of today and tomorrow.

*From **The U.S. Air Force Symbol — Guidelines for Use***

www.af.mil/airforcestory